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Box 173

ADDRESS BY

ELBERT H. GARY

PRESIDENT, AMERICAN IRON AND STEEL INSTITUTE

AT ANNUAL MEETING

NEW YORK

MAY 23, 1924

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ADDRESS BY

ELBERT H. GARY

PRESIDENT, AMERICAN IRON AND STEEL INSTITUTE

AT ANNUAL MEETING

HOTEL COMMODORE, NEW YORK CITY

MAY 23, 1924

THE greatest and most destructive of all wars, to be known as the World War of 1914-18, had been raging for more than two and one-half years with extraordinary and surprising success to the Central Powers, when the Congress of the United States, with practical unanimity, endorsed the declaration of the President that the time had arrived for our Government to mobilize all the military forces and facilities of the country and to utilize them in supporting the allied armies of the Eastern Hemisphere in their contest for the defense and preservation of civilization. Conditions were critical and possible results to the whole world uncertain.

Soon after the United States entered the war, Mr. Bernard Baruch, by appointment and at the direction of the Council of National Defense, called upon the President of the American Iron and Steel Institute and requested him to act as Chairman and to organize a committee of iron and steel masters to represent and to mobilize the

iron and steel industry of the United States in co-operating with the Council of National Defense in supplying and utilizing the iron and steel necessary for war purposes up to the full limit of productive capacity. This request was fortified by letters from the Secretary of War and the Secretary of the Navy.

Besides Mr. Baruch wrote:

"I have just communicated by telephone with Hon. Newton D. Baker, Secretary of War, and President of the Council of National Defense, who has requested me to ask you to serve as Chairman of a Committee on Steel and Steel Products, which he trusts you will accept. We would be glad to have you select among your associates such committees or committeemen as you deem wise."

And again:

"I am in receipt of your letter notifying me of the appointment of your committee. I think the country is particularly fortunate in having men of the character and ability of yourself and your associates.

"I presume that, being men of vision, you realize of what great importance your committee is, and also what grave responsibilities rest upon it and upon each and every member of it. Should the crisis, which I believe is now upon us, come to a head, it is to your industry and the men running it that the country will have to rely, as much as, if not more than, any other, for its protection and defense."

Secretary Daniels wrote:

"I beg to acknowledge receipt with thanks your favor of the 29th instant, advising me of the committee you have selected on steel and steel products. . . . Also a letter to Mr. Baruch giving the names of the committee selected by you as President of the American Iron and Steel Institute, on Steel and Steel Products. I am sure that a committee composed of such men can render most valuable aid to both arms of the service. I am very glad to note that the spirit manifested by the members of the committee was loyal and liberal."

The Secretary of War wrote:

"I have just received your letter of March 30th, informing me that, at a meeting of the Committee of Steel Manufacturers, certain base prices were agreed upon as reasonable. I note that a copy of that letter has been sent to the Secretary of the Navy and one to Mr. Baruch.

"Please permit me to thank you and your associates for the patriotic and liberal consideration given to this most important subject."

In accordance with the request from the Council of National Defense through Mr. Baruch the committee was immediately organized, established sub-committees, commenced active operations, met frequently and remained in office until after the armistice was signed. At first it was designated as a part of the Council of National Defense, but a little later, because of legal questions which were raised, the committee was dissolved, and, at the instance of the Government, its members were promptly organized into a new, independent committee representing only the iron and steel industry of the country.

The members of this committee you know. Their activities, in general, were reported to the Institute at its regular meetings, as will appear by reference to the addresses of the President, printed in the yearly volumes.

How much hard work was done by the general committee and by sub-committees need not be detailed. A large part of the hard work was performed by the committee on distribution, composed of James A. Farrell, E. A. S. Clarke and J. A. Topping, and their skill, patience, fairness and success are deserving of the highest praise and most generous commendation.

The general committee on steel assumed full charge of the activities of the iron and steel industry relating

to war production and intercourse with the different departments of Government. Meetings of the general committee throughout the war were frequent and generally held at the office of the President, Mr. Clarke acting as secretary. But the most important, delicate and involved work of the general committee related to the meetings of this committee from time to time with the leading members of the entire industry engaged in the production of raw, semi-finished and finished materials and transportation of the same, and with the representatives of the Government at Washington. At the beginning, one governmental representative or more would visit the committee in New York for the discussion of prices or other matters; this practice was to some, but not large, extent followed throughout the war. Later the general committee was called to Washington to meet and discuss various questions with the Secretary of War and the Secretary of the Navy and others.

Still later, the War Industries Board was organized by and for the Government, and its meetings were held in Washington. This board had charge for the Government of many questions, including allocations, productions, distributions and especially, because most important, the fixing of selling prices for commodities included. It was this board with whom the general committee of the steel interests usually had contact, discussion and arrangement concerning the steel sold to the Government. In the earlier months there were different men at short periods acting as chairman of the War Industries Board, all good men, but finally Mr Baruch became permanent chairman of the Board, with Mr. Robert S. Brookings permanent chairman of the Price Fixing

Committee, and Mr. J. Leonard Replogle, Director of Steel Supply. There were other sub-committees, but not so active concerning the steel business. The number on the War Industries Board was large and their names are well known. They were able, fair and conscientious. From the viewpoint of the steel industry, Mr. Brookings was the most conspicuous. He was chairman of the committee with whom the steel committee had the most discussion, and, so far as some members of this committee are concerned, the greatest differences at the beginning of the hearings. He had able associates on his committee, but he had a decided advantage over most of them. He had had a wide and valuable experience in business management. He was a very hard worker and, between the meetings with the steel committee, he would become thoroughly familiar with the affairs of the steel men. With the aid of the Federal Trade Commission, in examining and reporting on the books of the producers, he learned the actual costs of production and delivery. Besides, he was an able, intelligent, learned man, president of a college, shrewd, clear, forceful and convincing in expression of his views. He was an entire stranger to the members of the steel committee when they first met him in connection with the War Industries Board, but they soon learned to know him and to respect his conclusions. It is only fair to say that, after a long experience with the War Industries Board, all in all the steel committee could not, nor had any inclination to, challenge the wisdom, fairness and intentions of this Board from Mr. Baruch down. We did not always agree with them. Quite the contrary. Some of us thought at the time some decisions were wrong and unjust, but considering every-

thing, we now believe they were justified in their conclusions.

Prices on all iron and steel commodities were fixed about every three months. Notice of the meetings of the Board were sent to the steel committee in advance. Then, as some of you well remember, came the necessity for consultation, discussion and, finally, decision. The chairman of the steel committee would send notices to representatives of the entire iron and steel industry for a meeting at a time and place designated. The attendances were large and the discussions were protracted. As a rule, larger selling prices for the three months to follow were urged by many steel men in attendance and good reasons were given; higher costs of production, higher wage rates and transportation rates, higher taxes, additional wear and tear on machinery, much larger prices offered for use in construction outside of military purposes, foreign and domestic, inability on the part of many to furnish material up to the allotments, etc., etc. Much patience had to be exercised by everyone. For purposes of the record, reference will later be made to the attitude assumed by the general committee on steel.

The general committee stood for what its members believed was fair, no more and no less. At some meetings of the entire industry there were many manufacturers who seemed to think the steel committee was not reasonable in respect to giving advice, particularly towards producers whose costs were high. In several such cases certain members of the steel committee purchased from the complaining producer and personally paid for his or its commodity at prices materially larger than the Government prices.

As the result of these frequent representative steel meetings, it is believed that, without exception, it was, before final adjournment of each meeting, unanimously resolved that the whole subject matter be submitted with full power to the general committee. This was not only creditable, it was astonishing, for the arguments in favor of prices lower than some that were demanded were made by members of this general steel committee. Among the arguments advanced by those who advocated the lower prices, the most telling and convincing related to patriotism, love of country and duty. Not a man in the whole steel industry who attended these meetings ever did or ever could ignore or resist the influence of appeals to his spirit of loyalty. Looking back to these meetings of excitement, sometimes of apparent temper, deep-seated and well expressed sentiments of dissatisfaction and injured feelings, allow your President to say that the grandest and most satisfying experiences in his life were to see large numbers of steel magnates stand upon their feet again and again as an expression of assent to resolutions in favor of subordinating personal interest to the public weal. All credit and honor to these men.

But the difficulties surrounding the steel committee were not ended with the adjournments of the large meetings of the steel industrials. The subject matter was referred with power to the committee for action, and composing this committee were ten members. They were hardly ever entirely in accord at the beginning. There were many discussions and occasionally wide differences. Often decisions were not reached by them in time to meet the Industries Board in Washington, as notified, and further time to consider and report was asked and

granted. More than once, the general committee, without having agreed, met the Industries Board, and different schedules were presented and discussed. In such cases the War Industries Board had to adjust the existing differences. Having said this much, only for the purpose of hinting at the difficulties which perplexed the steel committee, it is proper to say that there is no good ground for finding fault with any member of the committee. All were fair, well-intentioned and intelligent. Perhaps everyone was right from his own viewpoint. There was never any ill-feeling among the members of the general committee. The chairman has reason to be grateful for the splendid assistance rendered by every other member of the committee.

Nor did the members of the War Industries Board always agree at the start, judging by their remarks and discussions. They had their troubles. However, at the end of every hearing, after much discussion, wide differences, consideration of what seemed insurmountable obstacles, both sides, the War Industries Board and the general steel committee, unanimously agreed upon prices for three months, and the President approved and published the prices fixed. This also was largely influenced by a spirit of patriotism.

As to profits based on these prices, they were nil in some cases, small in many cases, substantial in other cases and liberal in a few. This was because the only practical and legal thing to do was to fix one price for each commodity, and as no two producers had exactly the same costs, these difficulties were overcome, so far as practicable, by discriminations concerning allotments, by accommodating so far as possible the higher cost mills,

and by assumption of certain burdens by those who were better able financially to carry them, and by purchases, as already mentioned.

The iron and steel industry would not like to go through another war, but if it became necessary, would again offer its services and its facilities in defense of home and country. Indeed by resolution of the Institute, lately adopted, it is pledged to do this.

What did the iron and steel industry do or furnish to the United States Government and its associates in the war for military purposes during the late war?

A single industrial concern of this country during the war furnished for the military necessities of the United States and associates in the war, finished steel aggregating approximately 18,500,000 tons, valued at \$1,400,000,000. It purchased Government Liberty and Victory Loan issues amounting to about \$112,000,000; expended for extensions to producing plants and other property in order to enable it to meet the demands for steel and proprietary products a total of about \$350,000,000. We rightly assume that other business concerns engaged in the same line of industry together supplied steel to relatively the same extent and made proportionate expenditures and investments; and therefore there was furnished by the industry as a whole at least 35,000,000 tons of steel of a value of \$2,600,000,000, and an outlay for expenditures and investments of \$750,000,000 or more.

Besides this, without any demand or request from the Government or from the workmen, it increased the wage rates from time to time, commencing with an average daily earnings per employe of about \$2.85 in 1914,

until they amounted to an average of \$6.20 in December, 1918, an increase of 116 per cent.

It furnished to the Government, without charge or recompense, large numbers of experts in various lines of the nation's military activities.

It extended its capacity to produce finished steel products by about 10,000,000 tons per year, in many cases for works that could not be utilized in times of peace and therefore were nearly a total loss.

It never refused nor neglected to honor any requisition of the Government for any expenditure deemed essential to carrying on the war.

It expended for experimentation millions of dollars in order to assist the Government in its endeavor to perfect its facilities for military defense.

It never failed to make deliveries of steel or finished products demanded for war purposes and, on the contrary, met every demand, and without any delay that was injurious to the Government or materially interfered with its war program.

In every respect it gave its unlimited, unqualified support to the Government and its associates in their military campaigns up to the full measure of the capacity which it possessed at the beginning or could secure by prompt and efficient effort and expenditure.

And everything it did was done cheerfully and promptly.

At one of the meetings in Washington, probably during the fall of 1917 or the early part of 1918, it was stated by Mr. Willard, the then acting chairman of the War Industries Board, that the Government was seriously considering the desirability of taking over the control

and management of the total iron and steel industry of the United States as a guaranty of full production and distribution. This provoked expressions of surprise and objection, whereupon Mr. Willard, for his Board, promised that before action of this kind should be decided upon, the steel committee would be duly notified and given a full hearing. Subsequently the steel committee received notice to appear before the War Industries Board in Washington, at a time fixed in the notice, for consideration and decision of the subject of taking over the iron and steel business, as previously suggested. The committee appeared and a somewhat lengthy discussion took place. Several members of the Board argued in favor, and members of the steel committee against. The chairman, with earnestness and considerable feeling, though with no show of anger, spoke at length. Perhaps the same is true of other members of the committee. After referring, considerably in detail, to what the steel industry, under existing management, had done and was doing towards supplying steel for the military necessities of the United States and its associates, the argument of the chairman of the committee closed with substantially these words: "Gentlemen, if you think, under Government management, better service will be rendered and you believe you can legally do it, you may undertake to forcibly secure the management of the steel business. You will never do it with the consent or approval of the owners of these properties and you will be held responsible, morally at least." Mr. Baruch at this time was chairman of the Board and through Mr. Brookings, who had never advocated the proposed procedure, the Board then took the matter to the President, who, after reading

the proceedings written up, decided to let the matter rest temporarily at least. The subject was never again broached to the steel committee. It has been reported that the Secretary of the Treasury had urged the President to take over the steel industry, though the steel committee does not claim to have knowledge of this action on the part of the Secretary. It is believed that the War Industries Board or the Council of National Defense did not originate or advocate the proposed governmental management and control. That the President was urged by some one and was partly committed to the scheme, and that the War Industries Board was honestly advocating the course suggested under instructions from the President, there can be little doubt. Imagine what would have been the consequences if the steel business had been taken over. It is believed this, together with certain labor questions (not including rates of compensation), were the only serious matters concerning which the steel industry was opposed to requests made by any governmental agency during the war.

As typical of the attitude of the steel industry during the war, excerpts from contemporaneous printed records are appended hereto.

Annual Meeting American Iron and Steel Institute, May 25, 1917. Taken from address by the President:

"At last war was forced upon us. The President was compelled to conclude that we were intentionally attacked, that the honor and integrity of our country could no longer be maintained unless the gauge of battle was accepted; and in this decision he was supported by the whole country. His clear, powerful, convincing and eloquent statement of the case and impeachment of the enemy will stand out in history as one of the greatest official

declarations and also as fully justified by the existing facts and circumstances.

* * * * *

"The task which confronts the country is not confined to the army and navy, although they will be entitled to the larger part of the credit and glory if we succeed. They offer their bodies as a sacrifice, and they must have the undivided, unqualified support of all outside their ranks. The time, money and prayers of all civilians must be given for the soldiers. They bear the brunt; they are the shield for our safety. All of us are fighting in self-defense. This is our land and the flag is ours. The administrators of the country, from President Wilson down, are no more interested than each of us. Life would not be worth living if our flag were to be permanently furled; if our country were subjugated by an alien enemy, especially such a one as we now defend ourselves against.

"The pecuniary burdens to be imposed upon us will be very great. We knew in advance such would be the case. We must pay the enormous cost of mobilizing, equipping, supplying and moving our own armies; and we must advance money and provide supplies to our Allies in accordance with their necessities and our resources. We could not decline if we were disposed, for they are now fighting our battles and we are, with them, under the whole burden. We must never falter nor retrace our steps. Wherever or whenever the end is we must press forward with all our strength, might, minds and souls. The more vigorously we proceed within the limits of intelligence, the sooner will the end be reached."

Semi-annual Meeting of American Iron and Steel Institute, October 26, 1917. From address of the President:

"If the members of the Iron and Steel Institute agree with what has been said thus far, as from a long and intimate acquaintanceship I believe they do, then it is easy to determine and to follow the lines of duty. We occupy a position of the highest importance in the present war. Our country and its Allies in the international conflict are in need of every pound of steel that can be produced in this country and which can be used for war pur-

poses. To insure this supply, every furnace and mill having relation to the subject must, without interruption, produce to the fullest capacity and subject to the control of the Government through its lawfully constituted agencies. No excuse for neglect, delay or interruption will or can be accepted by the Government. The administration desires and intends to pay fair and reasonable compensation, sufficient to maintain existing wage rates, salaries of officials and extensions necessary for war purposes. Up to the present time we have no reason to complain of the attitude and action of the Government, although we may have been disappointed in some respects. It is up to us to prove our continued loyalty to the Government; but, more than that, our loyalty to ourselves in the performance of duty. Even though there should be dissatisfaction concerning prices or the details relating to production or distribution of tonnage, still production and deliveries must continue without interruption or diminution, leaving any question at issue to be settled at a later date. So long as the attitude of those in control of governmental affairs towards producers remains as it is at present, it must be our effort, as it will be our pleasure, to do our part unselfishly, wholeheartedly and assiduously.

"If our country is defeated in the pending military conflict your property and business and mine will be of little value. We will have retraced our national steps a century and a half. The wealth of the country would be seized and retained as prize money by other nations. We have been forced into the war and we are compelled to fight in defense of our persons, our property and our sacred honor. There is no escape. We are in the war to the end, however costly and bitter. No man, no country was ever engaged in a more righteous cause or a more compulsory defense. If we do not do everything practicable to uphold the hands of the President and to add to the success of the defense against the foreign aggressor we are less than men; we are weaklings; we are poltroons. I believed for a long time we could and would be kept out of the war, but it was impossible. The President delayed as long as he consistently could. We must now fight with every weapon within our reach. We must liberally subscribe to the Liberty Loans. We must cheerfully pay our taxes, and, of still greater importance, we must furnish steel in larger and still larger quantities."

Stockholders' Annual Meeting, United States Steel Corporation, April 15, 1918. From remarks of the Chairman:

"And at the present time, gentlemen, our works are largely turned over to the service of the Government of the United States. It might not look well for me to give you figures or to tell you in detail what we are doing, but I should be very glad to have you inquire of any Department in Washington with whom we are doing business as to how we are serving the Government at this time. And I would like to have you ask whether or not we are of real benefit to the Government of the United States in this time of crisis. You can get the facts and figures. If you will ask the Secretary of the Navy, the Secretary of War, the head of the Shipping Board, the Chief of the War Industries Board, the Fuel Commissioner, the Food Commissioner, any one of those Departments in Washington with whom we are in daily contact, you can get the facts, and I have no hesitation in referring you to them for testimony as to what we are doing.

"Now, our expenditures have been very large. One of the gentlemen asked a question which brought out this idea. We are spending something like thirteen or fourteen million dollars a month on improvements, mostly for war purposes. The Government of the United States never comes to our corporation with a request that we increase our capacity for steel in any particular line which is absolutely necessary for the military purposes of the Government, without our commencing immediately to make the extensions required, and that notwithstanding the cost of extensions at this time is two or two and a half times the normal."

General Steel Meeting, April 26, 1918. From remarks of the Chairman:

"Gentlemen, this is an important meeting. It is a patriotic meeting. The steelmakers are called together to consider very important matters, at a time and under conditions which are somewhat critical. We have come together to counsel with one another. It is unnecessary to emphasize the fact that the Allies engaged in the Battle of all Ages are calling upon this country for all the help that can be given. The Allies themselves are doing everything possible to provide the essentials for war purposes, but they are still lacking in the quantities necessary. And

this country is therefore called upon to furnish more and more steel and more and more men and supplies of all kinds that are requisite under the conditions which obtain on the battle lines. They need more men, more food, more munitions of war, more guns, and various other things, and ships to carry them across the seas when needed. And all these things must be provided at the very earliest moment. The furnishing of necessary supplies promptly means the saving of millions of lives. So far as I am personally concerned, while I have great hopes for the future and a feeling of grim determination to win this war, yet I have a feeling of fear for catastrophes, a fear for results that we cannot recover from. And that arises not from the fact that we have not enough men or money or materials, but rather from the fact that there is danger that these will not be provided as promptly as they might be and as appears to be absolutely necessary if we are to do everything we ought to do and that we can do.

"I feel it is not necessary in talking to Americans to deal in language of patriotism or duty. Many of your boys and your relatives and your friends are already on the battle lines or on their way to those places, and more and more will be called and are going. And the more diligent we are in the performance of our duty the less will be the number that are called upon to make the supreme sacrifice which war, and war alone, asks of the people, of the country.

"Gentlemen, we are here today to consider whether or not we can do more in providing the requisites for winning the war. We have a general committee representing the iron and steel industry, which means you, and that has a subcommittee of distribution and other subcommittees; and all have been very diligent in attending meetings, in ascertaining facts and figures, in securing data as to capacity and as to shipments, and generally in regard to the details of the business of different lines of manufacture. We all recognize that one of the first essentials is steel, that it is almost as important as food; that the soldier can do nothing without steel, and that nothing can be taken to the soldiers except by the use of steel. And we have been endeavoring to ascertain what more if anything could be done, what negligence if any there has been with respect to the performance of duty up to the full measure by any of the manufacturers. We believe that more can be done.

"When the Committee ascertains that the total capacity of the country is being used for the benefit of the military, and that

it is insufficient, then we are willing to increase capacity. But that requires a good deal of time. The building of a mill or a furnace occupies too much time, except as a last resort in the endeavor to furnish supplies. It is obvious that every furnace, every mill, every facility for production must be used for the purpose of carrying on the war. And in this connection that war's necessities must always be at the top and in front, that non-essentials must be dominated by military necessities, non-essentials of all kinds and in every particular must be subservient. If the mills need more pig iron, pig iron must not be utilized for non-essentials until the military necessities are fully supplied. And the same is true of ore; and the same is true from the pig iron down to the finished product which the Government needs. The question of making money, while always important and necessary for the nation, is of no importance when compared to the immediate necessities of the Government for the production and delivery of the things which it demands and finds necessary for military purposes.

"Therefore our whole business must be managed in such a way as to secure the best results for the Government, even though at times at the expense of production in some lines less essential and the making of money for the owners' property.

* * * * *

"And so, gentlemen, we have called you together today, not for the purpose of attempting to lecture, not for the purpose of telling you what your duty is—because you know that—but rather for the purpose of expressing in a few words the situation as we see it, and with the expectation that today we shall hear from you representative men who are in control of these lines of manufacture so necessary, an expression of what you think in regard to the situation, which expression should amount to a pledge all of us must give, that we will devote our works, our time and our money, as requested by the United States Government, to aid in this time of extremity.

* * * * *

"Gentlemen, it is our work. These needs are our needs. This is our Government. We are asking for this steel for ourselves, for the protection of ourselves and our boys and our friends and our business. We cannot agree to the proposition of Mr. Replogle, although it was only stating literally the situation, that the Government is on one side of the table and we are on the other.

We have got just as much responsibility and just as much duty concerning this whole thing as anyone, and we are not doing something because we are required to do it; it is our business and our duty, and we must not neglect anything, because we are protecting ourselves. But I think this already has been emphasized. I am very much pleased with some of the remarks made here today. I thought Mr. Verity's speech was very strong. He put the situation from the standpoint of duty and patriotism which rested upon each of us as individuals. I think the action of everyone here today makes a record that we all of us ought to be proud of.

"During the time I have been connected with the steel industry, during the period it has been my pleasure to be closely associated with steel men, from time to time I have been proud of their attitude, their fairness, the feeling of justice, the disposition to co-operate and help one another, to serve one another, and to serve the public, and to serve the country, and to serve every interest that depends upon their action. And today we see another exhibition of the bigness of the men who control the steel industry. There is not any room left for criticism.

"Someone remarked that the steel men generally had been more patriotic and more prompt in their service than other lines of industry sometimes. Today we are setting an example, we are establishing standards of propriety and right and justice and patriotism; and this influence spreads, others hear of it, and you may be certain—at least, I am certain from the information that I have received from time to time—that Mr. Replogle is not slow in presenting your interests, and not only that, your disposition, your efforts in favor of the Government, to whomsoever he meets who is interested in our affairs and business under his charge. That is bound to spread. And, gentlemen, we have done something today we may be proud of, provided we live up to our pledge."

After discussion, the following pledge was offered for consideration and decision by those present:

"For myself, my corporation or my firm, I pledge the prompt production and delivery of the largest possible quantity of material in our departments that is or shall be required by the United States Government for the necessities of itself and its allies, and agree that all other lines of our business shall be subordinated to this pledge, and all this in accordance with the request of the War Industries Board."

After many addresses in favor of the pledge proposed by the Chairman, it was unanimously accepted and agreed to.

Annual Meeting of American Iron and Steel Institute, May 31, 1918. From address of the President:

"The steel industry is doing much to assist in this war. The American Iron and Steel Institute has been carrying on a very large work. It is in close communication with the Governmental officials day by day. It is a means for securing and distributing information to the Government officials. It is the agency upon which the Government depends very largely for assistance in carrying on many of the activities essential to the war.

"Some of you know and some of you do not know that the staff of the Institute has been very largely increased, that the office room has been extended, and that Mr. McCleary and his faithful associates and assistants are devoting long hours in securing and furnishing to the Government such aid as it needs and calls for. The Institute under this management is a credit to all of us, and it is of real value to the Government—to the general public. It has approached the position which eight years ago we all hoped it might in the course of time reach. We may well be proud of the fact that we decided to form this Institute, and that we have so faithfully stood by it.

"The general committee, appointed by the directors of the Institute, have been doing valiant service. They have been devoting a great deal of time; they are giving all the affairs submitted to their charge, by direction of the Secretary of War, the Secretary of the Navy and the War Industries Board, their best thought and their energies in an endeavor to serve the Government faithfully and at the same time to protect the interests of the whole steel fraternity of this country. In referring to these matters I intend to exclude myself. It is a matter of gratification and it should be of peculiar pride to all the members of the Institute that they have such a general committee, well disposed, well trained, and well fitted to carry on this very great work.

"And the subcommittees have all been rendering splendid service. You are familiar with the different committees. Some of you are not acquainted with their work in detail, and you would be surprised to know, perhaps, that many of these gentle-

men also work from early in the morning until late in the evening; and they are laboring with very great satisfaction to all who know what they are doing and who are depending upon them. It has been a source of pride to me when I have noted the results. Too much praise cannot be given to them for their willingness, patriotism, and at the same time their loyalty to the industry. I am quite sure that all the manufacturers ought to be very well satisfied with what is being done for them by a comparatively few individuals.¹⁷

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